

Corporate Social Responsibility, Employee–Company Identification, and Organizational Commitment: Mediation by Employee Engagement

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Abstract Contrary to the theory and research on employee engagement in the western countries, less consideration has been given to the importance of employee engagement in Asian countries wherein its need is felt more. As more and more companies in Asia realize the importance of a productive workforce, this research examines the mediating role of employee engagement in the relationships of corporate social responsibility (CSR), employee–company identification (E–C) and organizational commitment (OC). Structural analysis of 290 online responses of employees working for various Indian and foreign information technology enabled services (ITES) companies in India, confirms the presence of partial mediation by employee engagement in between its antecedents (CSR and E–C) and its consequence (OC). The proposed model was found to be a good fit. The study provides empirical support to the argument that CSR and E–C are distant antecedents of OC. The results may encourage managers of ITES companies to consider CSR as an investment rather than an expense.

Keywords Corporate social responsibility · Employee–company identification · Employee engagement · Organizational commitment

With estimated revenue of \$19.9 billion from exports (2013–14) and an increase of almost 11.21 % from the previous financial year, Indian information technology enabled services

(ITES) industry is becoming a major contributor to India's growth (The National Association of Software and Services Companies [NASSCOM] 2014). Being a service sector industry, human resource is the key factor that drives its growth and employee engagement – an important parameter for measuring the extent to which individuals attach themselves with their job–roles. However, as per Gallup's employee engagement report, only nine percent of India's workforce was engaged compared to the world's average of 13 % in 2012 (Gallup 2013). Nevertheless, it is argued that social activities in the form of corporate social responsibility (CSR) and employee–company identification (E–C) can lead to an engaged workforce that, in–turn, can enhance employees' organizational commitment (OC) levels (Kohli and Grover 2013). Though, researchers in the past have suggested links such as, CSR – EE, E–C – EE and EE – OC (Davies and Crane 2010; Gupta and Kumar 2015; Lindorff and Peck 2010), less attention is given to investigate these relationships in the form of a nexus. Therefore, the objective of the current study is to examine the mediating role of EE between its antecedents and OC in the context of Indian ITES.

Theory and Hypotheses

An Introduction to the Variables Used in the Current Study

Originally, CSR was understood as social responsibility, which had focused mainly on the alignment of policies, decisions and actions with societal values and expectations (Bowen 1953). Davis (1960) soon clarified that CSR is reflected in the actions and decisions of the businesspersons made in the benefit of society. It was then seen as a moral duty of businesses that are affected by a firm's decision. The

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owners and managers of the businesses who followed this conceptualization were called as socially responsible entrepreneurs and socially responsible managers respectively (Johnson 1971). Some researchers have linked CSR with a voluntary sacrifice of profit for the benefit of the society (Fitch 1976; Manne and Wallich 1973) whereas Jones (1980) linked it with the benefit of the company's stakeholders. CSR for the purpose of this study is therefore defined as an association and voluntary participation of a company's employee towards the betterment of society.

Another concept is employee–company identification (E–C). It derives its roots from customer–company identification (C–C) (Kim et al. 2010), which is a widely used term in the literature of marketing (Ahearne et al. 2005; Hong and Yang 2009; Lichtenstein et al. 2010). According to Dutton et al. (1994), employees of an organization perceive that their organization's defining attributes are similar to their own defining attributes. It is argued that employees being internal customers (Pfau et al. 1991), can better identify themselves with the company. Thus, Homburg et al. (2009) have studied C–C and E–C together.

Compared to CSR, employee engagement is a new concept. Kahn (1990) coined the term engagement in formal and informal contexts. He described engagement as an individual's emotional, physical and cognitive attachment with its role, whereas disengagement was described as opposite of engagement. Studies thereafter consist of exploring (Francis et al. 2013; Gupta et al. 2015; Jenkins and Delbridge 2013; Truss et al. 2011) and testing (Cabrera et al. 2006; Juhdi et al. 2013; Salanova and Schaufeli 2008) EE in a variety of contexts. For example, Schaufeli et al. (2002) proposed measurement of EE in terms of vigor, dedication, and absorption. Further empirical development of EE is attributed to Maslach et al. (2001) and Harter et al. (2002) who established the burnout–antithesis link and tested satisfaction–engagement nexus respectively. Researchers have also found EE sensitive to context (Kühnel et al. 2012; Rich et al. 2010; Wollard and Shuck 2011) and have invigorated need for more empirical studies in order to address the generalizability issues. Moreover, a review of articles on the EE – performance relationship by Shuck (2013) concluded that an engaged employee tends to be a better performer, hence, EE as a construct deserves greater attention (Christian et al. 2011). For the purpose of this study, we define employee engagement in the words of Harter et al. (2002) as an “individual's involvement and satisfaction with as well as enthusiasm for work” (p. 269).

Organizational commitment (OC) has been defined in a variety of ways, but some patterns in terms of approach adopted were notable (Mowday et al. 1979). The behavioral approach, for example, indicates that OC is a behavior that exceeds formal and/or normative expectations (Salancik and Pfeffer 1977). Similarly, in the attitudinal approach, OC is defined as an “identity of the person (is linked) to the

organization” (Sheldon 1971, p. 143). Porter et al. (1974) judged the level of organizational commitment in terms of acceptability of organizational goals by an employee. However, on the recommendation of Morrow (1983), a three–construct definition of OC was proposed and developed by Reichers (1985, 1986) and Becker (1992) respectively. According to them, OC necessitates (1) a reward and punishments driven employee's compliance, (2) a desire for affiliation called identification, and (3) individual – organization value congruence known as internalization.

CSR, EE and OC Relationships

According to a report of The Business Communicator (2005), EE is a social process by which people become personally involved in strategy and alter their routine work. Being a social phenomenon, EE cannot be separated from CSR in the context of companies as it can make the workforce incompetent (Hall 2005). Moreover, social variables offer important, meaningful understanding for studying employee engagement (Saks 2006). Some empirical studies that partially examine the CSR–EE relationship also confirm the influence of CSR on EE. Xanthopoulou et al. (2009) for instance, discovered that a company's social involvement affects engagement significantly. It is also argued that one way of developing passion in the workplace is developing a sense of community (Boverie and Kroth 2001). Individuals are passionate about social affiliations and discovering meaning in their job roles (Hodson 2004). Furthermore, Wollard and Shuck (2011) mentioned that initiatives taken by an organization including corporate social responsibility (CSR) programs that encompass employee volunteerism in social work can be examined as a precursor to engagement. Such CSR initiatives can be used to tackle interests of employees (Retolaza et al. 2009). More recently, Mirvis (2012) stated three ways in which companies engage their employees through CSR. It includes, striving to be a responsible employer; creating portfolio that demonstrates company's commitment to CSR, and engaging employees directly in CSR related voluntary activities. These ways provide opportunity to the employees to enrich their jobs and, in certain cases, to create value for the business and society. Both, strong arguments (Davies and Crane 2010; Lindorff and Peck 2010) and recent empirical evidences (Ferreira and de Oliveira 2014) advocating CSR → EE relationship are available. All these studies indicate that CSR and EE are positively related to each other. The hypothesis 1 captures this relationship.

Hypothesis 1. Corporate social responsibility is positively related to employee engagement.

Being a social entity, humans like to be a part of a community. Social identity theory was given to understand this

behavior. To some extent, this theory explains that an organization's social activities give its employees a sense of belonging and make them feel proud on their organization and build a sense of commitment towards organization over a period of time. The social work done by organizations as a part of their CSR activities towards society creates a desire for affiliation in its employees (Morrow 1983). Empirical studies on the determinants of CSR also indicate positive and direct association between CSR and OC. Turker (2009) for instance, conducted a study using a sample of 269 business professionals working in Turkey, found a significant and positive impact of CSR on OC by applying social identity theory. The findings of a large number of studies including Ali et al. (2010); Boddy et al. (2010); Brammer et al. (2007), and Collier and Esteban (2007), were analogous to Turker's results. In Asian context, Al-bdour et al. (2010), who conducted a study in the banking sector, found positive relationship between CSR and OC. It is therefore important to examine the CSR–OC link in the present study with the help of hypothesis 2.

Hypothesis 2. Corporate social responsibility is positively related to organizational commitment.

Though, some other scholars agree that CSR helps in improving the level of OC, their findings suggest that EE should logically mediate the CSR–OC relationship. It is because, in addition to being a consequence of CSR, engagement is also an antecedent of OC. The logic is based on the viewpoint that engagement is an opposite of burnout, which causes diminished level of OC (Schaufeli and Bakker 2004). Therefore, an increase in the engagement level should logically increase commitment level of employees towards their organization. Researchers have also found significant correlation between EE and OC. For instance, Saks (2006) conducted a study on diverse workforce and found that EE is one of the important factors that lead to OC. Likewise, Hakanen et al. (2008) did a study in the hospital industry and found significant relationship between EE and OC. Since, EE is a cause of CSR and affects OC, it fulfills the Baron and Kenny (1986)'s criterion of testing mediation in social sciences. The literature thus far provides sufficient evidence to support hypothesis 3 about CSR – EE – OC relationships.

Hypothesis 3. Employee engagement mediates the relationship between corporate social responsibility and organizational commitment.

E–C, EE and OC Relationships

Many researchers have empirically found that C–C impacts consumer psychology variables (Lichtenstein et al. 2010; Luo and Bhattacharya 2006; Marin et al. 2009). Employee–

company identification E–C, which is much similar to C–C, should therefore impact EE at least in the terms of its cognitive and emotional sub–constructs as proposed by Kahn (1990). A study conducted by Kim et al. (2010) using a sample comprising of 22 Asian companies belonging to diverse industries tested E–C as a determinant of CSR. In that, no direct causal relationship between CSR associations which are external CSR perception and E–C was demonstrated. Owing to the paucity of qualitative studies and lack of empirical evidence of a cause and effect relationship between EE and E–C, the present study treats both as independent variables.

E–C is understood as the state of mind (congruence felt) of an employee, while OC is identified with their engagement intention as reflected in their behaviors for maintaining a relationship (Park et al. 2006; Rodrigo and Arenas 2008). EE is also related to the identification of employees' selves with their organization roles and organization (Kahn 1990). The engagement with the job role and engagement with the organization, which are parts of engagement, should hence share their variance with E–C and OC respectively. Also, as per Bhattacharya and Sen (2003); Dutton et al. (1994) and Lee et al. (2008) the role of E–C is important in making employees psychologically attached and committed to the organization. It means, the more employees identify themselves with their company, the more they will be engaged in their job roles and their commitment towards their organization will also increase. The aforementioned literature provides basis for stating the hypothesis 4, 5 and 6 that link E–C – EE – OC.

Hypothesis 4. Employee–Company Identification is positively related to employee engagement.

Hypothesis 5. Employee–Company Identification is positively related to organizational commitment.

Hypothesis 6. Employee engagement mediates the relationship between Employee–Company Identification and organizational commitment.

As argued, and empirically discovered by Hughes et al. (2008), engagement has been found by researchers as a reason for numerous positive outcomes and organizational commitment is one of them. Also, Cho et al. (2006) tested the relationship between EE and its positive outcomes in the context of nursing and found significant correlations among the items of EE and OC for their EE–OC model. In the context of academia, Hakanen et al. (2006) conducted a cross–sectional study on 2038 Finnish teachers and found that the teachers, who were engaged, were also committed to their institutes. Another study conducted by Hakanen et al. (2008) on 2555 Finnish dentists over a period of three years discovered a positive and significant effect of EE on OC. Similarly, the studies such as, Saks (2006) and Lockwood (2007) also support the argument that EE and OC are positively related and

Table 1 Descriptive statistics, correlations and reliability indices ($n = 290$)

	Min	Max	Mean	s.d.	1	2	3	4
Age	22	45	28.88	4.3				
1. E-C	1	7	5.42	1.21	(0.88)			
2. CSR	2	7	5.95	0.90	0.39**	(0.87)		
3. OC	2.17	7	5.58	0.89	0.64**	0.48**	(0.95)	
4. EE	1	7	5.20	1.14	0.57**	0.33**	0.74**	(0.90)

** $p < 0.01$ (2-tailed); Values in parentheses represent Cronbach's alphas

EE is an antecedent of OC. So, the hypothesis 7 attempts to test the effect of EE on OC:

Hypothesis 7. Employee engagement is positively related to organizational commitment.

Method

Sample and Procedures

The participants included 290 employees working for various Indian and foreign ITES companies in India. For the purpose of data collection, an online questionnaire was generated and its link was sent to 500 employees. Initially, only 82 useful responses were obtained in the first 15 days and then follow-up through a popular social networking website was done by requesting each of them individually to fill the questionnaire. It subsequently increased the response rate from 16.4 % to 58 %. The respondents were requested to complete the questionnaire containing demographic and model specific questions. The sample descriptive statistics has been tabulated in Table 1.

Out of 290 respondents, 54.8 % were men. Around 62.4 % were below senior management position, 33.8 % were working as a senior manager and the rest were from the top management. The age of the respondents varied from 22 to 45 years with an average age of 28.88 years and a standard deviation of 4.3.

Measures

The constructs in the present research paper were measured using valid and well-established scales. For example, CSR ($\alpha = 0.81$) was measured using Turker's five-item

Table 2 Regression estimates

Variable relationships	Estimate	S.E.	C.R.	p
CSR → EE	0.166	0.076	2.20	0.028
E-C → EE	0.533	0.071	7.54	0.000
CSR → OC	0.135	0.038	3.56	0.000
E-C → OC	0.211	0.039	5.38	0.000
EE → OC	0.338	0.044	7.65	0.000

Coefficients (Unstandardized) with $CR \leq 1.95$ are significant at the 95 % level of confidence and with ≥ 2.58 are significant at the 99 % level of confidence

summarized scale (Turker 2009). A sample item of CSR measure is: Being socially responsible is the most important thing a firm can do. E-C ($\alpha = 0.89$) was measured using three-item scale used by Kim et al. (2010). For ensuring construct validity, they calculated CFA loadings that were greater than 0.82 for all the three items. A sample item of E-C measure is: I experience a strong sense of belongingness to my company. EE ($\alpha = 0.91$) was measured on a 12-item Gallup scale (Gallup, 1993–1998). A sample item of EE measure is: I know what is expected of me at work. The level of OC ($\alpha = 0.85$) was calculated on a six-item scale used by Rhoades et al. (2001). A sample item of OC measure is: I feel a strong sense of belonging to my organization. All the scales were seven-point Likert-type scale with options ranging from strongly disagree to strongly agree. All the responses of respondents with at least six months of experience (minimum requirement for Gallup's EE scale) with their current organization were considered valid. Validity of the model was ensured by performing confirmatory factor analysis on the measurement model. The overall fit of the proposed model was confirmed by applying structural equation modeling (SEM) in AMOS software.

Results

With Cronbach's alpha values for E-C ($\alpha = 0.88$), CSR ($\alpha = 0.87$), OC ($\alpha = 0.95$), and EE ($\alpha = 0.90$) being greater than 0.70, it is inferred that all the constructs used in the present study were reliable. The effect size for E-C, CSR, and EE were found to be 0.50, 0.56, and 0.87 respectively. The correlation coefficients among these constructs were as follows: (1) E-C and CSR were strongly correlated, $r(288) = 0.39$, $p < 0.01$, (2) E-C and OC were strongly

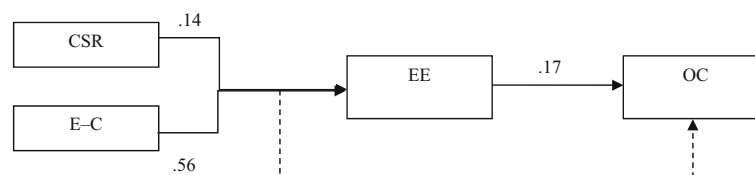


Fig. 1 Standardized path coefficients of the default model. Note: CSR corporate social responsibility; E-C employee - company identification; EE employee engagement; OC organizational commitment

Table 3 Validity of the measurement model as per CFA analysis

	Composite Reliability	Average Variance Extracted
E-C	0.88	0.71
CSR	0.88	0.59
OC	0.89	0.63
EE	0.95	0.69

correlated, $r(288) = 0.64, p < 0.01$, (3) E-C and EE were strongly correlated, $r(288) = 0.57, p < 0.01$, (4) CSR and OC were strongly correlated, $r(288) = 0.48, p < 0.01$, (5) CSR and EE were strongly correlated, $r(288) = 0.33, p < 0.01$, and (5) EE and OC were strongly correlated, $r(288) = 0.74, p < 0.01$ (refer Table 1). The results were in line with what was expected. After the reliability and correlation analysis, the relationships among the various variables of the model represented in Fig. 1 were confirmed by using SPSS AMOS software. Table 2 shows that all the path coefficients of the proposed model were significant at 0.01 levels except the CSR → EE link, which was significant at 0.05 levels. Therefore, hypotheses 1, 2, 4, and 5 were supported. Two models were tested with the same data set. In the first model, CSR and E-C were taken as independent variables and OC was taken as a dependent variable without any mediator. The F value was found to be significant $F(2, 287) = 130.45, p < 0.001$ and $R = 0.69$. In the second model, EE was introduced as a mediator with CSR and E-C as its predictors and OC as its predicted variable. The F value was found to be significant $F(2, 286) = 180.51, p < 0.001$ and $R = 0.81$. The proposed model was found to be valid and reliable in the confirmatory factor analysis as detailed in Table 3. The average variance extracted and composite reliability were greater than 0.5 and 0.7 respectively for all the constructs.

As shown in Table 4, model fit was obtained for both the models by using structural equation modelling. With normed fit index (NFI), incremental fit index (IFI), Tucker Lewis index (TLI) and comparative fit index (CFI), all scoring greater than 0.9, the fit indices were high enough to accept the model. Root mean square error of approximation (RMSEA) which is another important parameter in finding out parsimony of a model was obtained less than the maximum permissible limit of 0.08. Also, Chi square by degrees of freedom (χ^2/df), which is goodness of fit, was less than the maximum allowed limit of three for both the models. In order to test hypotheses 3 and 6, it was important to test whether EE is important as a mediator or

not. For this, significant increase in R-square value confirmed mediating role of EE in between the relationships of CSR, E-C and OC. Table 4 shows that EE, when introduced as a mediator, significantly increased the R-square value from 0.48 (effect size =0.92) to 0.65 (effect size =1.86; $p < 0.01$). It means that model 2 which is also the default model of this study explains greater percentage of variance in OC than model 1. Finally, the results of Sobel test, Aroian test, and Goodman test as shown in Table 5 confirmed presence of partial mediation instead of full mediation (as the introduction of EE could not make the direct relationships insignificant). Hence, the results of this empirical investigation indicate support for the study’s default or proposed model or model 1. In particular, hypotheses, 1, 2, 4, 5, and 7 were fully supported and hypotheses 3 and 6 were partially supported.

Discussion

It is evident by now that there exists a clear consensus in the research fraternity on the existence of causal relationships among CSR, E-C, EE, and OC. Although, past research had linked CSR with EE (Ferreira and de Oliveira 2014) but to the best of the author’s knowledge, E-C and OC were not tested as antecedents and consequence of EE respectively in a single study before. Another important contribution of this research lies in the finding that EE is an important variable that partially mediates not only the CSR and OC relationship but also the E-C and OC relationship. Also, irrespective of the nature of mediation, EE does share significant variance with both, antecedents and consequence. One reason for such deviation could be the presence of mediators other than EE between E-C and OC as well as CSR and OC such as, work passion. Passionate employees are so much intrinsically motivated to complete their job that other things including characteristics of the company and acts of the company may not have much impact on their engagement. In such a case, where, there are possibilities that mediator is relevant only for a particular group and not for the other group, partial mediation may occur (Shrout and Bolger 2002). Thus, scholars are encouraged to do a two-group test for engaged and passionate employees separately. Nevertheless, the results indicate that direct relationships among the variables under investigation are significant and the proposed model is a good fit. Important theoretical contributions of this study’s findings have been presented in Table 6.

Table 4 Fit indices and model summary ($n = 290$)

Model ^a	NFI	IFI	TLI	CFI	RMSEA	χ^2/df	R ²	ΔF	df1	df2	Sig. ΔF
1	0.93	0.952	0.94	0.95	0.077	2.71	0.48	130.5	2	287	0.00
2	0.90	0.937	0.93	0.94	0.073	2.55	0.65	147.5	1	286	0.00

^aModel 1 is without mediation and model 2 is with mediation

Table 5 Tests for partial mediation ($n = 290$)

Model	Test	Test statistic	Std. Error	p -value
E-C - EE - OC	Sobel test	5.37	0.034	0.000***
	Aroian test	5.35	0.034	0.000***
	Goodman test	5.39	0.033	0.000***
CSR - EE - OC	Sobel test	2.1	0.027	0.036*
	Aroian test	2.08	0.027	0.037*
	Goodman test	2.12	0.026	0.034*

*** $p < 0.001$; * $p < .05$

Other than theoretical contributions, the study also has several practical implications. In particular, it encourages the managers of Indian ITES companies to address the engagement issues through CSR. Following the concept of going concern according to which a company never dies, such managers need to attach more importance to their CSR activities so that they could avail long term benefits in terms of a more engaged and committed workforce. They also need to establish systems in place that allow employees identify themselves with the company as a brand and their job roles. It is because a more engaged workforce can not only save company's (especially in the service sector) investments done on its employees but also utilize company's assets to their optimum levels.

This research though elucidates the CSR-EE-OC nexus; further work is advisable on testing this model in the context of other Indian subcontinent countries. It is because, the

culture of Pakistan, Bangladesh, Nepal, Bhutan, Maldives and Sri Lanka is akin to that of India and therefore, the results of our study are logically applicable in these countries as well. While the research in the Indian subcontinent appears feasible with the current methodology, one must be careful in translating the questionnaire for the South Asian countries other than the Indian subcontinent countries. Additional care must be taken while replicating the model proposed in this study to a non-industry owned organization, including educational institutions because otherwise the usage of the term CSR could be misleading. At this juncture, it would also be interesting and enlightening to know the cross-cultural issues in the results of a comparative study between two developing Asian countries with greater differences in their culture and practices like India vs China. Future studies are encouraged to address the issues arising out of the differences (if any) because of the measurement by Schaufeli and Bakker's (2003) and May et al. (2004) scales on EE rather than measured by Gallup's EE scale.

Like any other research, the current research also suffers from some limitations. Being a cross-sectional study, the scope for capturing the causal relationships among the study variables was limited. Longitudinal studies are therefore suggested in order to understand the change in engagement and commitment levels of employees. Another important aspect of concern is that the study uses self-measurement variables which mean, respondents were asked to rate themselves on a seven-point Likert scale and hence, the results could suffer from the problem of common method bias. However, it is argued that engagement entails attachment of oneself with

Table 6 Summary of contributions

Hypotheses	Expected relationship	Finding	Contribution(s)
H1: CSR → EE	(+)	Supported	Provides support for the positive effect of organization's CSR initiatives on employee engagement. It empirically augments the findings of Ferreira and de Oliveira (2014) in the context of Indian ITES companies and confirms the conceptualization of Davies and Crane (2010), and Lindorff and Peck (2010) who view CSR as an investment in the workforce.
H2: CSR → OC	(+)	Supported	Indicates existence of a much more complex relationship between CSR and OC. It is because, unlike previous researchers such as, Saks (2006), we treat EE as a trait instead of a state. This fundamental difference in EE definition allows us to establish and confirm a positive causal relationship between EE and OC.
H3: CSR → EE → OC	Unknown	(+) Partially supported	
H4: E-C → EE	(+)	Supported	E-C is a highly contextual construct and varies from company to company. A positive outcome of E-C is EE which means context (in terms of employer) is an important criterion for engaging employees.
H5: E-C → OC	Unknown	(+) Supported	Provides evidence for the positive and significant role of EE as a mediator between E-C and OC. This study validates the Lee et al.'s (2008) argument that E-C plays a key role in psychological attachment of employees with their roles and organization. This argument reaffirms the self-role explanation of Kahn (1990). Our study results indicate that engaged employees not only identify themselves better with their company but also, are more committed to their company.
H6: E-C → EE → OC	(+)	Partially supported	
H7: EE → OC	(+)	Supported	Provides support for the positive effect of EE on OC. This finding generalizes the Hakanen et al.'s (2006) cross sectional and Hakanen et al.'s (2008) longitudinal study findings in the context of Indian ITES industry.

one's job or organization and so, the dyadic feedback method was not used to measure engagement levels of the employees. Moreover, the variables used in this study are not only sensitive to the context but also unsteady in their value over a period of time. A meta-analytic study on contextually diverse longitudinal studies can, however overcome this shortcoming. Lastly, the results of this study are limited to the context of Indian ITES industry, but future research may also encompass other industries in the service sector for the greater generalizability of the results.

In conclusion, the objective of testing the mediating role of EE in the CSR – OC relationship and E–C – OC relationship in the context of Indian ITES industry was realized in this paper. In particular, we draw two important conclusions from this paper. Firstly, both CSR and E–C do positively and significantly impact OC with and without EE as a mediator. Secondly, and interestingly, the mediation by the EE is only partial which leaves enough room for the future researchers to include other related variables that could explain the variance in OC in a better manner.

Compliance with Ethical Standards All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

Informed Consent Obtained from all individual participants included in the study.

Conflict of Interest Manish Gupta declares that he has no conflict of interest.

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